

C O L L E G E S T A T I O N



— HOME OF —
Texas A&M University
and the
George Bush Presidential
Library & Museum

Heart of the Research Valley



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City of College Station



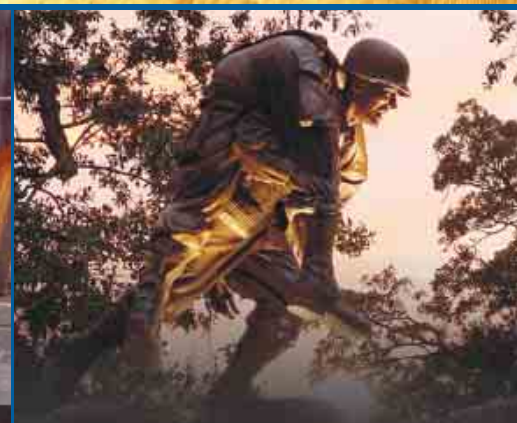
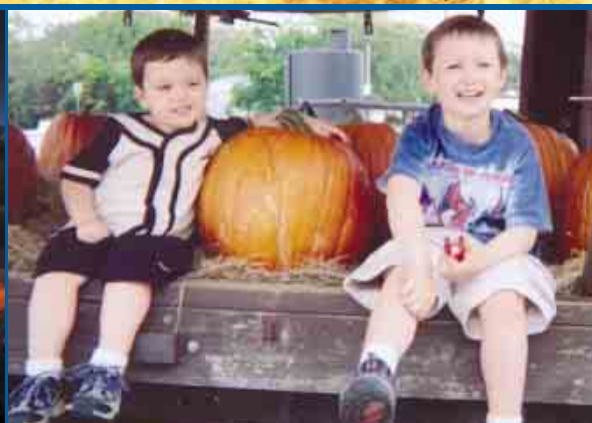
2003 Annual Report



TRADITIONAL VALUES. PROGRESSIVE THINKING.



FOR 65 YEARS
COLLEGE STATION HAS
BEEN ALL ABOUT
QUALITY OF LIFE.
2003 WAS NO EXCEPTION.
DISCOVER COLLEGE
STATION'S WORLD OF
SERVICE EXCELLENCE
IN OUR ANNUAL REPORT
AS YOU EXPLORE A
COMMUNITY THAT
CHERISHES THE PAST,
VALUES THE PRESENT
AND PLANS FOR
THE FUTURE.





Mayor Ron Silvia



MAYOR PRO TEM
Anne Hazen

COUNCILMAN
PLACE 1
James Massey

COUNCILMAN
PLACE 2
John Happ



COUNCILMAN
PLACE 3
Robert Wareing

COUNCILMAN
PLACE 4
Scott Mears

COUNCILMAN
PLACE 5
Dennis Maloney

College Station City Council

Incorporated in 1938, College Station is a home-rule city that operates under the Council-Manager form of government. The Mayor and six Council Members are elected at-large by place. Term limits for the annual city-wide elections were changed in November 2003 from two- to three-year terms which will be phased in during the next two years.

City Council meetings are held on the second and fourth Thursdays of each month, although changes may be necessary to avoid conflicts with holidays. Meetings are in the College Station City Hall, 1101 Texas Avenue, and are open to the public. Workshop sessions begin at 3 p.m. preceding the regular 7 p.m. Council meeting.

From the City Council

As the home of Texas A & M University, College Station is one of the most spirited cities in the United States. We have the advantages of the collegiate influence, yet it is our people who shape the spirit, the character and the values of our community – and have created a lifestyle where quality of life comes first.

Even before College Station was officially incorporated in 1938, residents of this agricultural, yet highly academic community, have been active participants. Founders of the City were local businessmen and professors who had a dream for a well-planned town in which their families could live, work and play.

Sixty-five years later, that same commitment to goals and objectives holds true as your elected officials work with municipal staff to make College Station a city



where growth is planned, cooperation is encouraged and improvements are targeted in all areas. We understand and respect the fact that the most important partnership we have is with the people who work and live here.

Your participation throughout 2003 kept us on track as we celebrated our 65th birthday, approved capital improvements projects and charter amendments, continued economic development efforts, increased participation in neighborhood associations, monitored land development uses, added to our public art treasures, pursued regional transportation initiatives and created an enhanced, more convenient website to make it easier for our citizens to stay in touch with their city.

Our mission statement reflects our commitment to quality of life and we appreciate your interest, your participation and your support. We look forward to serving you in 2004.

The College Station City Council

City of College Station Strategic Plan



Mission Statement:
On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life.

Core Values

- Promote involvement and participation of the citizenry.
- Promote the health, safety and general well being of the community.
- Promote fiscal responsibility.
- Promote collaboration and cooperation.
- Promote Regionalism.
- Promote being an active member of the Brazos Valley Community.
- Support activities that promote municipal empowerment.
- Promote excellence in customer service.

Vision Statements

Core Services
We will continue to improve high quality customer-focused basic city services at a reasonable cost.

Parks and Leisure Services
We will continue to promote a wide range of leisure, recreational and cultural arts opportunities.

Planning and Development
We will continue to promote a well-planned community.

Economic Development
We will continue to promote a strong and diverse economic environment.



From the City Manager

The 2003 Annual Report reflects many of the year's highlights and challenges as the City Council and Management Team worked together to define goals, meet the ever-changing needs of residents and enhance the City's business climate.

- ◆ Announcement of College Station Medical Center's \$44,000,000 expansion plans were a major plus in 2003, along with redevelopment of the Redmond Terrace center, the Cross Street Warehouse Project in the Northgate District, completion of the Municipal Court building, celebration of the City's 65th year of incorporation, and voter approval of a \$38 million capital

improvements package. While the hotel/conference center project was put on hold, a feasibility study conducted by the Convention Visitors Bureau supports the need for such a facility and the City is exploring different options.

- ◆ In College Station, we take great pride in the quality of services offered to residents and businesses. As the city has grown, services have been expanded while keeping a watchful eye on property tax rates that remain among the lowest in Texas for cities our size. You will find service excellence is more than our goal in College Station – it is the standard as reflected in our annual citizen survey.

- ◆ As the City changes, so does the way we communicate with those who work and live here. In addition to updating and revising our communications efforts to include expanded programming on Channel 19 and upgraded publications, we devoted much of 2003 to a third generation revision of our web site to better serve our public.

While College Station's successes are many, there are challenges to be met. We look forward to serving you in 2004 and hope you will find time to become an active participant in your city government.

Tom Bryner

2003 Bond Authorization Project Schedule

Project	Budget	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Total
Streets and Transportation Projects								
Barrett Road Design and Capacity Imp.	3,050,000	300,000	200,000	1,000,000	1,050,000			2,550,000
Rock Prairie Road Widening Design and Utility	2,950,000	500,000	500,000	500,000			1,400,000	2,450,000
Greene Project Road Widening Ph II	3,300,000					3,300,000		3,300,000
Overseas Participation	2,700,000		843,000	940,000	840,000	840,000		2,563,000
Northgate Street Rehabilitation	4,124,000	800,000				1,800,000	1,524,000	4,124,000
Sidewalk Improvements	300,000	100,000	100,000	100,000	100,000		100,000	500,000
Has and Bike Trails	1,000,000	200,000	200,000	200,000	200,000	200,000		1,000,000
Plakeland Improvements at University Drive	407,000	70,000			327,000			407,000
Streets and Transportation Projects	17,880,000	1,670,000	1,040,000	2,340,000	1,840,000	6,760,000	3,861,000	17,880,000
Traffic Signals and Safety System Improvements								
Traffic Signals	2,250,000	400,000	853,000	450,000	440,000	400,000	144,000	2,250,000
Traffic Signal Communications	230,000	250,000						250,000
Traffic Signal System Improvements	3,500,000		100,000	100,000	100,000	100,000	100,000	500,000
Traffic Signals and Safety System Improvements	3,980,000	650,000	953,000	550,000	540,000	500,000	244,000	3,500,000
Municipal Complex Improvements								
Police Station New Address	3,310,000	3,310,000						3,310,000
City Center Building	4,340,000			1,700,000	1,800,000			3,500,000
Municipal Complex Improvements	7,650,000	3,310,000		1,700,000	1,800,000			7,010,000
Parks and Recreation Improvements								
Urbansh Park Phase II Development	8,925,000		800,000	3,100,000	2,100,000			6,900,000
Park Facility Upgrades	210,000	150,000	100,000					460,000
Parkway Strip	870,000			100,000	870,000			970,000
Central Park Strip Rehabilitation	200,000					200,000		200,000
Parks and Recreation Improvements	9,805,000	950,000	900,000	2,200,000	2,700,000	200,000		9,180,000
Relocation of Fire Station #1								
Fire Station #1 Relocation	1,710,000	400,000		1,310,000				1,710,000
Relocation of Fire Station #2								
Fire Station #2 Relocation	1,710,000	400,000		1,310,000				1,710,000
Grand Total	38,490,000	6,180,000	5,710,000	7,890,000	5,540,000	6,540,000	4,205,000	38,490,000



Looking Ahead: Medical Center Project Impacts College Station Tax Base in 2004



College Station Medical Center will dramatically increase its footprint on the community in 2004 as two projects costing \$44 million take major steps forward: a medical office building opens in Spring 2004, while groundbreaking for a Bed Tower is planned in early 2004 with completion scheduled a year later.

Soundly in the Top 10 listing for both employers and taxpayers in the City of College Station, the Medical Center's completion of these projects will provide both additional tax revenues and jobs.

The four-story office building costing \$12 million includes 88,000 square feet, bringing total medical office space to 200,000 square feet when combined with the two other buildings in the medical complex. The new building will be directly connected to the hospital on three floors, allowing physicians to walk from their offices directly into the hospital using an access code and then to their patients' rooms.

The \$32 million Bed Tower will be two stories with more than 80,000 square feet, plus the ability to expand to five stories in the future. Additionally, the current hospital will undergo 27,000 square feet of cosmetic upgrades and 16,000 square feet of renovations. The current facility was constructed for \$20 million in 1986.

Included in the expansion are new operating room suites with advanced technology for patients including neuro-surgical, orthopedic, cardiovascular, general and ear, nose and throat surgery to both inpatients and outpatients. A new 12-bed ICU located on the first floor adjacent to the operating rooms will allow minimized patient transport and will be immediately accessible to the emergency room, cardiac catheterization labs and the operating suites.

CITY OF COLLEGE STATION: NUMBERS GAME



Average Annual Temperature: **68° F**

Elevation: **367 ft.**

Incorporated: **1938**

The area was designated "College Station"
in 1877 by the United States Postal Service

Population: **75,763**

**City of College Station celebrated its
65th birthday in 2003.**

City taxes per month on \$100,000 home: **\$39.81**

New residential valuation: **\$135,917,887**

Residential remodel valuation: **\$2,972,569**

2003 Total Residential valuation: **\$138,890,456**

New commercial valuation: **\$34,268,430**

Commercial remodel: **\$11,127,195**

2003 Total Commercial valuation: **\$45,396,625**



Firefighters: **93**

Police officers: **97**

City Employees: **805**

Employees recognized at 2003 banquet
for **1,420** total years of service: **118**

**College Station parks:
42 for a total of 1,184.93 acres**

COLLEGE STATION LIBRARY

Visitors in 2003: **106,981**

Collection size: **69,324** (up 9% from previous year)

Circulation: **351,402** (up 4% from previous year)

Average times per year each book checked out: **5**

Registered voters who went to the polls
in the November 2003 election for charter
amendments and capital improvements: **2,273**



Miles of paved lanes: **250**

Miles of sealcoat lanes: **39**

Miles of wastewater lines: **260**

Miles of water lines: **311**

Miles of electric lines: **357**

Recycled curbside tons per month: 83

Manholes: **4,489**

Water valves: **4,744**

Hydrants: **1,981**



BVSWMA (Brazos Valley Solid Waste
Management Agency) serves a **14** county region.

kWh (kilowatt hours) of electricity used in 2003:
665,164,688. (Enough to keep a 100 watt bulb burning 24
hours a day for 699,604 years (if the light bulb doesn't burn out).)

Gallons of water used in 2003: **3.43 billion** –
average daily use of 129 gallons per person.

Height of water tower at Park Place: **230 ft.** (Statue
of Liberty is 151.1 feet tall from the base to the torch.)

Core Services

*College Station will continue to improve high quality
customer-focused basic city services at a reasonable cost.*

Whatever the services provided by College Station, more than 800 employees work hard to enhance the quality of life for everyone in the city. From safety and streets to water and technology, College Station delivers city services that are both effective and accountable.



Public Safety

◆ **National accreditation.** One of only 17 police departments in Texas to be "Law Enforcement" accredited, College Station now enjoys the distinction of being the first police department in Texas to gain "Public Safety" communications accreditation from the national offices. That accomplishment was recognized in November 2003 as the department received verification it met state-of-the-art standards for the highly prized recognition of law enforcement professional excellence. The College Station Police Department Communication Division had to comply with 153 mandatory standards and 61 non-mandatory standards in order to gain accredited status.

◆ **Citizen involvement.** Among the more popular programs offered are the **Police and Fire Citizen Academies.** Although conducted separately, each provides College Station residents a glimpse into the duties and demands of being a public safety employee. In addition, each spring the departments co-sponsor the annual Senior Citizens Police and Fire Academy. In 2003, both fire and police personnel contributed to the success of the **DEAD** (Drinking and Driving Ends All Dreams) program at A&M Consolidated High School. In October 2003, CSPD initiated a **Law Enforcement Explorer Post** through the Boy Scouts of America. School resource officers at A&M Consolidated High School operate the program.



◆ **K-9 Unit.** Brando, a two-year old Dutch Shepherd from the Netherlands, joined the CSPD in mid-June to begin specialized training to enable him to perform successfully. His selection came after more than 80 dogs were considered in a selection process that included the evaluation of 37 character traits and drives that indicate a suitable police service dog. A nine-week training period included courses in tracking, article recovery, explosives detection, patrol work, obedience and agility. Master Officer Todd Van Dresar was selected as the handler for Brando. Van Dresar and Brando also work with other local law enforcement agencies in a cooperative effort between agencies.

Fire Protection

◆ **Grants provide new equipment.** The department received a 2003 Pierce Contender light duty rescue truck and a 32' gooseneck Wells Cargo enclosed trailer purchased with funds from a 70/30 matching grant totaling \$128,000. Specialized equipment for these vehicles was obtained through a Texas Domestic Preparedness Assessment Equipment grant valued at \$276,000. Another FEMA grant valued at \$105,000 was awarded CSFD in November. These monies will be used to obtain radio headset intercom systems for apparatus that do not have them; portable, easy to setup radio interface systems to access different department/agency radios and telephones in a common voice "net" across bands and operating platforms, and a wireless personnel/equipment accountability system.

◆ **Response to Columbia Disaster.** Firefighters Chad Phillips, Tim Valdez and Bill Walton were among those who traveled to the Lufkin/Hemphill/St. Augustine area to provide support to NASA personnel during debris and remains recovery efforts following the Shuttle Columbia disaster.

◆ **New surroundings.** Fire Administration, Fire Prevention, Code Enforcement and Parking Operation/ Enforcement moved in July to new offices at the Municipal Court Building, 300 Krenek Tap Road. Repair and remodeling of Fire Station 1 was completed and allowed fire department personnel to reoccupy the building in October.

◆ **Ratings released in 2003** moved the College Station Fire Department from a rating of 3 to 2, with 1 being the highest on a 10-point scale. The Insurance Service Organization conducted a Public Protection Class survey in College Station in May 2003 to evaluate fire protection capabilities present in the City and included evaluation of the water distribution system, communications and fire department to determine the ISO PPC rating. The new rating is effective January 1, 2004.



Public Works

◆ **Auto-Lift Equipment** for the Fleet Division was upgraded from equipment that had been in service since 1989. Three lifts were replaced with two standard auto-lifts and one drive on lift. Standard auto-lifts are capable of lifting 10,000 pounds compared to the 7,000 pound maximum of previous lifts. The drive on lift provides a quick and easy way to lift vehicles up to 12,000 lbs, featuring two runners that the vehicle is driven onto, instead of placing lifting arms on the vehicle's frame. Upgrades were essential due to age and associated safety concerns. College Station currently operates 420 vehicles that are serviced routinely and repaired by this division.

◆ **Sanitation Route Balancing Project** was conducted to consolidate service days in developed areas and implement a new rural area collection route. The division is now able to respond to a larger workload and new customers can be added to the daily workload without requiring additional vehicles or employees. Approximately 13,000 customers were notified in July by door tags about service day changes. A new vehicle for the rural area collection route was added in July and is more fuel efficient, reduces the operating costs for providing service to each residence, and reduces damages to small country roads and infrastructure caused by heavier collection equipment.

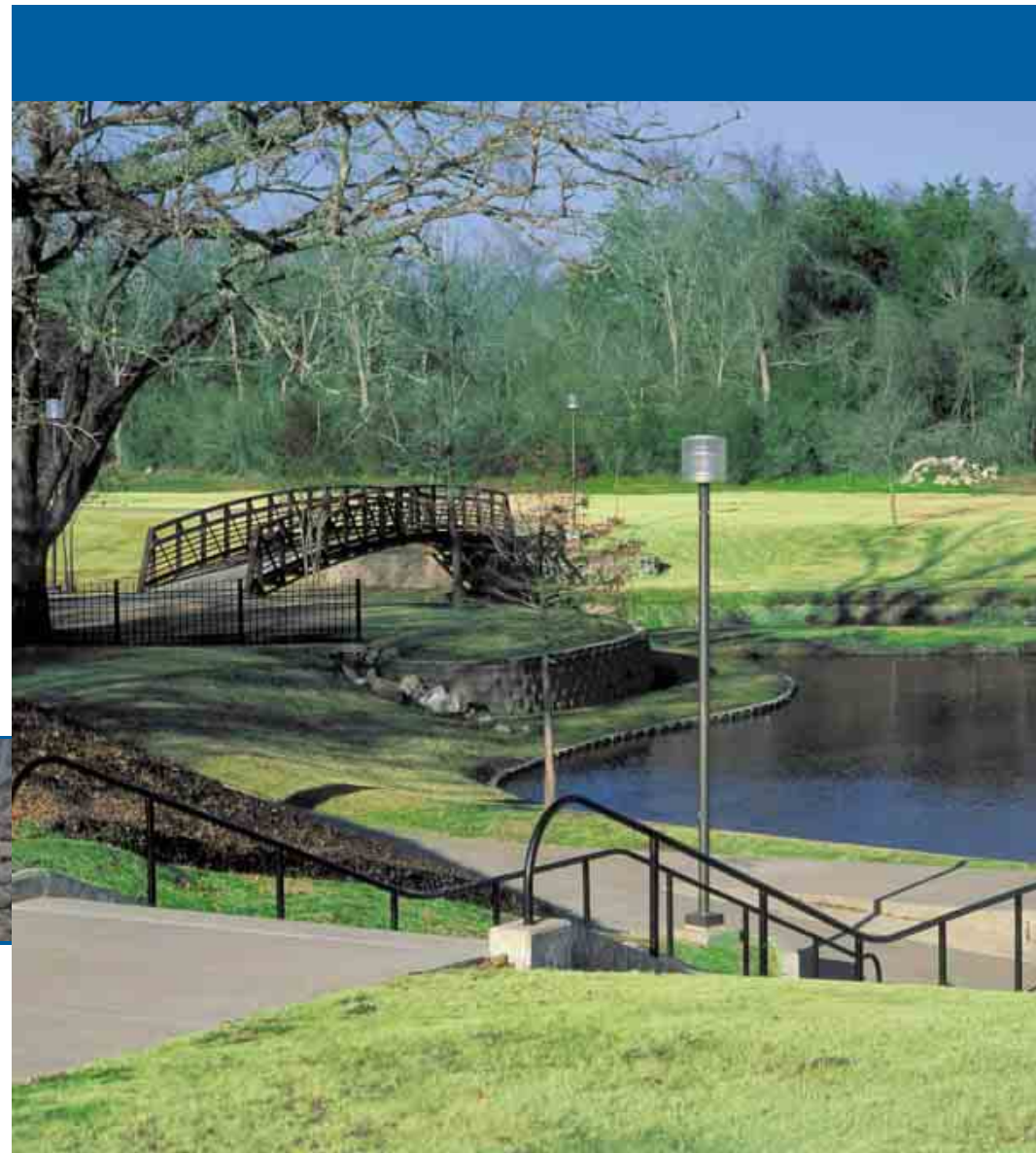
◆ **The Rock Prairie Road Landfill Expansion Area** is in varying stages of completion. Construction of Sector 17, one of three sectors that comprise the expansion area, was completed and is in current operation. It is anticipated that the entire expansion area will extend the useful life of the landfill for approximately five to seven years at the current waste disposal rate. The proposed site for a new landfill is located in Grimes County approximately 1.5 miles east of the Navasota River on Highway 30. The Brazos Valley Solid Waste Management Agency (BVSWMMA) is underway with the permitting process for the new landfill.

◆ **Water Production System Expansions** consist of an additional parallel line stretching from the Sandy Point Pump Station to the Dowling Road Pump Station. The existing 30" pipe will remain in service and an additional 36" diameter water transmission pipeline is under construction. This additional line runs parallel to FM 2818 from just south of Villa Maria Road to the Dowling Road Pump Station and will increase the capacity of transporting water into town.



◆ **Structural Rehabilitation of Fire Station #1**, located on Holleman Drive between Texas Avenue and Dartmouth Drive, was completed and ready for move-in October 2003. Initially opened in 1997, the Fire Station experienced major structural problems necessitating significant drainage improvements, facility repairs and renovation.

◆ **Wolf Pen Creek Lower Trails, Pedestrian Bridges and Marquee Sign** To enhance the Wolf Pen Creek area, construction of a pedestrian trail system with bridge, including two overlooks and a kiosk, as well as landscaping, lighting, and irrigation improvements, was completed. The pedestrian trail system extends between Dartmouth and Earl Rudder Freeway and a Marquee Sign was installed near the intersection of Holleman and Dartmouth to announce upcoming amphitheater events.



Streets, Sidewalks and Signals

◆ **Highway 30/60 infrastructure** included design and construction of a new roadway between Highway 30 and Highway 60 connecting Copperfield Drive in Bryan to Linda Lane in College Station. The roadway consists of 74 feet of pavement with a center median and includes streetscaping, sidewalks and street lighting. It also includes water main extension, sewer and other utility construction for availability to future developments.



◆ **Longmire Drive extension** consisted of the extension of Longmire Drive from just south of Birmingham Road to the intersection of Graham Road, and includes bike lanes and sidewalks. **George Bush Drive East widening** is under construction between Texas Avenue and Dominik Drive. When completed in 2004, George Bush Drive East will be a four-lane roadway with bike lanes, a median and sidewalks.

◆ **Tarrow Street improvement project** included rehabilitation of pavement from University Drive to Lincoln Avenue. **Southwest Parkway project** consisted of seal coating the section of Southwest Parkway stretching from Texas Avenue to Welsh Avenue. Seal coating is the most cost effective way of prolonging the life of a roadway.

Overlay projects covered 11.7 lane miles on Longmire (4.1 miles), Lincoln (3.8), Spring Loop (2.2) and Dartmouth (1.6).

◆ **Southside traffic calming project** was approved in 2003, with construction scheduled to start in February 2004 on the \$93,033 project. Completion date is May 2004. Included in the project is a lane narrowing median, curb extension, landscape enhancement, centerline pavement stripes and reflective buttons.

◆ **Sidewalk projects** were completed in several locations around town to facilitate pedestrian safety. Sidewalks were added along the north side of University Drive between Texas Avenue and Tarrow Street, on both sides of Anderson between George Bush and Southwest Parkway, and on both sides of Longmire between FM 2818 and Birmingham. All added sidewalks include ADA ramps.

◆ **New traffic signals** were added in three key locations due to high traffic volumes that result in significant traffic delays for side street and left-turn vehicles. New signals were installed at the intersections of Texas Avenue and Manuel Drive, Holleman Drive and George Bush East Drive, and University Drive and Forest Drive/Gateway Shopping Center.

Community Programs

The Community Programs Division, a department of the City Manager's office, develops and operates programs that create a better understanding of municipal government and greater participation and support from a variety of community groups and individuals.

◆ **Citizens University.** Residents who attend College Station's Citizens University's classes receive a firsthand look at some of the activities involved in operations of their city government. Approximately 20 Citizens University graduates are now serving on nine major city advisory boards and committees.

◆ **Teen Court.** College Station teens are making a difference in the quality of life in their community through the Teen Court program. Teen volunteers promote and encourage civic responsibility and law abiding behavior. Teen Court is operated by local volunteers under the direction of a city staff coordinator.

◆ **Youth in Government.** The City of College Station and the College Station Independent School District jointly developed a new pilot program designed to introduce municipal government to all high school government classes in an interactive manner. More than 230 A&M Consolidated students learned about local government through a combination of presentations and tours hosted by the City.



Tours of facilities added to the educational experience as students gained a greater appreciation of what services are provided locally and opened a few eyes regarding possible career options. Sites visited included the Public Works department, College Station Utilities, Veterans Park, the Landfill, Police Department and a Fire Station. Each location provided an opportunity to further inform students of the diverse ways a city operates and serves the needs of its citizens.

College Station Utilities

◆ Did you know that CSU:

- Has the lowest rates in the area.
- Is among the best in the nation for electric reliability.
- Contributes street lighting to citizens. In 2003 that contribution amounted to almost a million dollars.
- Is a proud sponsor of the Starlight Concert Music Series, which has been held for the past two years and begins in April of 2004.
- Promotes local safety. Over 7,500 elementary school students have attended CSU's safety education program.
- Provides several easy-pay options - access via telephone, online, bank drafting, a local service office with personal attention, and of course by mail. Budget billing is available.
- Offers free energy audits and central air conditioning rebates.

Human Resources

◆ **A new health insurance plan** with significant savings was created when the City of College Station joined the City of Bryan and Brazos County to facilitate a joint proposal to serve all three entities. With compromise as the operative word, the three groups agreed to a proposal from Blue Cross/Blue Shield that should yield savings of more than \$4,000,000 between the three agencies over the next three years. This cooperative effort yielded several positive outcomes for City employees: monthly premiums remained the same or decreased in some cases; increased overall plan benefit; dropped calendar year deductibles for employees; and provided a more extensive network of physician providers and hospitals.

◆ In 2003, Human Resources continued to focus on **employee development** in keeping with the City's desire to be a learning organization. In addition to management, supervisory and customer service training, training and workshops were offered for both supervisory and non-supervisory employees. Overall, 655 employees completed 5,901 training hours during the year.

◆ The **Annual Employee Banquet** held in November 2003 honored 118 employees



with a total of 1,420 years of service to the City of College Station. Lee Robinson, traffic systems superintendent in Public Works and a 20-year veteran employee, was named 2003 Employee of the Year from a field of seven nominees. Also vying for the honor were Erik Bodholt, OTIS; Vonn Casares, City Secretary Office; Bridgette George, Development Services; Becky Hagen, Police; Natalie Ruiz, Development Services; and Curtis Schoessow, Parks and Recreation.



OTIS (Office of Technology and Information Services)

◆ Computer systems that "pick up" 911 calls (CAD: computer aided dispatch), plus systems used to record and manage police, fire and EMS incidents, were updated or replaced with no disruption of service to citizens.

◆ GIS features first acquired in 1989 were streamlined to load faster and include user friendly features.

◆ Utility customer services area continues to meet the needs of a growing population with the same size staff, a statistic even more significant considering the large numbers of moves of college students in May and August.

◆ An updated website with a new address (cstx.gov) was developed during 2003 as city employees worked diligently to create an interactive site with updated features to provide easier access to city information, facts and figures, online payment of utility bills, weekly features and other improvements designed to create a service-focused site. Launch of the new site is scheduled in February 2004, with continuous improvements planned in the future.

5 YEARS OF SERVICE

Damian AndersonPolice
Erik BodholtOTIS
Richard BrittonPublic Works
Diane BroadhurstCSU
Morris CarrilloPolice
Lee Ann CarpenterPolice
Lawrence ChavarriaCSU
John ComstockCSU
Keith CookeCSU
Roger EarwoodOTIS
Carl Fisher, Jr.CSU
Charles HarrisParks & Rec.
Rodney HarrisPublic Works
Jenny HartsfieldParks & Rec.
Mary HillPublic Works
Gil HortonCSU
Dustin JordanPolice
Kris KellerFiscal Services
Darryel KellyCSU
Blaine KrauterPolice
Joseph KubicaOTIS
Dale LaphamOTIS
Mandi LuedeckeOTIS
Matt MarekCSU
Nathan McCunePolice
Larry MitchellPublic Works
Bob MosleyPublic Works
Michael MontgomeryCSU
Christopher PooleFire
Augustine RamirezPublic Works
Jennifer ReevesDev. Services
Kathryn ReiterPolice
Mary RingoPolice
Andrew SaenzParks & Rec.
Mary ScambrayOTIS
Ronald SchlechteCSU
Curtis SchoessowParks & Rec.
Frank Simoneaux, Jr.CSU
Terri SimsPolice
Brad SmithPolice
Frank ThompsonParks & Rec.
Cheryl TurneyFiscal Services
Todd VandresarPolice
Joshua VarnerFire
Jimmy YowFire

10 YEARS OF SERVICE

Joe AndersonCSU
Craig BoyettPolice
Jeff CappsPolice
Oscar ChavarriaDev. Services
Jeff DurhamPolice
David FiskPublic Works
Gerald GuilloryParks & Rec.
Holly HansonPolice
Jeanne MaddoxFiscal Services
Charles McLeMorePublic Works
Robert MumfordFire
Debbie RaleyOTIS
Kym RuckerPublic Works
Ed SavageCSU
Brian SmithCSU
Howard StoughPublic Works
Larry ThedfordPublic Works

Doug WallaceCSU
Victoria WilliamsPublic Works
Charles WillisCSU

15 YEARS OF SERVICE

Ben Accurso, Jr.CSU
Craig AndersonPolice
Billy BradshawFire
Gary ConeleyCSU
Jerry DeanPolice
Joyce DudaOTIS
Joe DudenhoefferCSU
Todd KunkelPolice
Matt HarmonFire
Sue HolcombCSU
Scott HooksParks & Rec.
Jim MackFire
Nanette ManhartDev. Services
Gilbert MartinezCSU
Anthony MarinoFire
Patrick MasseyPolice
Dan McNeillFire
Tracy PriceOTIS
Greg RodgersFire
Scott SimpsonPolice
Jim SmithPublic Works
David StoneDev. Services
Wally UrrutiaPublic Works
Frank WilsonOTIS

20 YEARS OF SERVICE

Curtis BinghamParks & Rec.
Robert BullockCSU
Grace CalbertParks & Rec.
Vonn CasaresCity Sec. Office
Delmer CharanzaParks & Rec.
Bobby FickeyFire
Len JenicekCSU
Robert PlagensCSU
James PolasekFiscal Services
Thomas ReedFire
Lee RobinsonPublic Works
Mike RuesinkFire
Walter SayersPolice
Bob SchlechtePublic Works
June Van DykeParks & Rec.
Mark WilliamsCSU
Vernon WrightPublic Works
Afsaneh YazdaniParks & Rec.

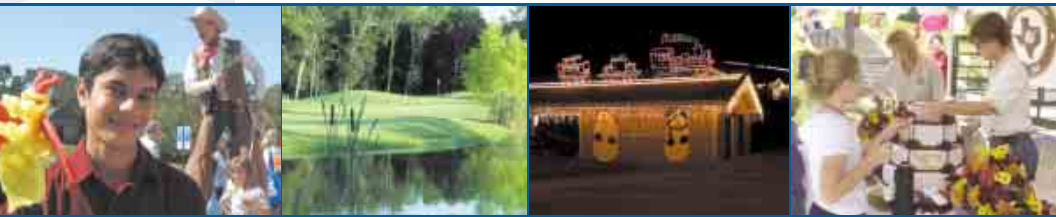
25 YEARS OF SERVICE

Steven BeachyParks & Rec.
Gary BishopPolice
John CampbellPolice
Thomas GoehlFire
Larry JohnsonPolice
David MooreFire
Mike PattersonPolice
Fred RapczykFire
Bobby RodgersFire
Gary StevenerFire
Thomas ThraenFire

Parks and Leisure Services

College Station will continue to promote a wide range of leisure, recreational and cultural arts opportunities.

College Station residents love the outdoors, and the city provides world-class parks that offer space to jog, swim, relax, fly a kite, or participate in athletic programs. An inviting park system with year-round attractions underscores dedication to quality of life for visitors as well as those who call College Station home. A strong commitment to funding public art adds to the quality of life.



◆ The Athletics Division completed the first full year of the **Challenger Sports Series**. Funded through a \$13,400 grant from the Children's Miracle Network, the program provides opportunities for children with long term illness or disability to participate in several different sports. This year's series included soccer, basketball and bowling. Plans for the future include swimming and gymnastics. A companion program for baseball is provided by the College Station Little League.

◆ **Wolf Pen Creek's trail system** saw the completion of Phase I in late 2003. This project added overlook structures, an information kiosk and new landscaping and lighting for the existing park. In addition, approximately a one-mile section of 10-foot wide concrete trail was installed from the east edge of the park to the Highway 6 frontage road. A bridge was installed to connect the trail section to the University Commons apartments located at the north end of Eastmark Drive.

◆ Plans were initiated in late 2003 for expansion of the **Lincoln Center**. A weight room, locker rooms, expanded game room, new classrooms, additional parking and a covered basketball pavilion will be completed in 2004.



◆ It was another successful year for the College Station Utilities' **Starlight Music Series** at Wolf Pen Creek Amphitheater. Concerts in 2003 featured acts such as the Marshall Tucker Band, Earl Thomas Conley and Leon Russell. In addition to regular performers, the series featured local talent in the Starlight Star Search. Sponsored by College Station Utilities, the 2003 season attendance topped 37,000 and another 7000 attended private functions held at the Amphitheater.

◆ **Park Zone 10 neighborhood park.** Based on conceptual plans developed by the Parks and Recreation Department and input from surrounding neighborhoods, construction on the park began in late 2003 and is expected to be completed in the spring of 2004.

◆ Several **regional, state and national level athletic tournaments** were hosted in College Station in 2003. The Texas Amateur Softball Association 10 & Under Class B Fast Pitch Softball Tournament was held in June, with the national tournament in August. Additionally, the Men's Class C Fast Pitch tournament was held Labor Day weekend. Fields for the South Texas Youth Soccer Association's eastern District Division III regional tournament were provided for the December contests.

◆ Opening of the **P. David Romei Arts Center** marked a special moment in 2003 for arts patrons as the 5,500 square foot building became a reality. Located at the corner of Dartmouth and Colgate streets in College Station, it is home to the Arts Council of Brazos Valley and its 37 affiliate organizations. The million dollar plus facility was funded in part by money and land given by the City of College Station, and donations from other local governments, area businesses and individuals. The Center's offices, meeting room, gallery space and studio rooms will further an already thriving local arts scene.

P. DAVID ROMEI
ARTS CENTER



Planning and Development

College Station will continue to promote a well-planned community.

Development Services contains three divisions: Building Inspections, Development Review and Long Range Planning. Within the Long Range Planning division is the Office of Neighborhood Services, which includes the Neighborhood Partnership Program and Historic Preservation.

Building Division

◆ **Wireless building inspections** are now the norm for the City of College Station's Building Division. Inspectors today use a personal digital assistant (PDA) along with wireless technology to perform their daily tasks. Traditional inspections using paper forms printed in the office and taken into the field were time consuming because after the inspections were performed, the customer service representatives must retype the inspections in the office and enter any notes that are included on the paper forms.

Some of the advantages associated with wireless inspections include:

- Maximizes inspector productivity by increasing time in the field away from the office
- Saves time and decreases data entry errors by eliminating need to retype the inspector's notes from paper forms
- Ensures availability of accurate, real-time information for the inspectors at the building site

◆ **Adoption of Electrical Code.** College Station's City Council recently adopted the 2002 National Electrical Code (NEC), which is published by the National Fire Protection Association and is adopted by communities nationwide to regulate electrical installations. The NEC is updated every three years by issuing a new edition. Adopting the latest edition of the code allows the City to recognize updated technology and implement the latest installation practices.

Development Review Division

◆ **Unified Development Ordinance.** The long awaited Unified Development Ordinance (UDO), a revision of the City's development regulations, was adopted by the City Council in March 2003 and went into effect in June 2003.

In addition to modernizing regulations, the City has taken this opportunity to combine the ordinances governing zoning, site planning, buffering, landscaping, driveways, signs and other related requirements into a single unified development ordinance. There are also standards added in the document that provide for additional protection for residential uses if more intense or incompatible uses develop nearby.

Development Services staff works with individual citizens, interest groups and City boards and committees to familiarize residents with the new document. The City is proactive in refining or updating the UDO on a regular basis to keep up with new development trends and impact on the community. The UDO will continue to be a living document that shapes the City of College Station through new development.

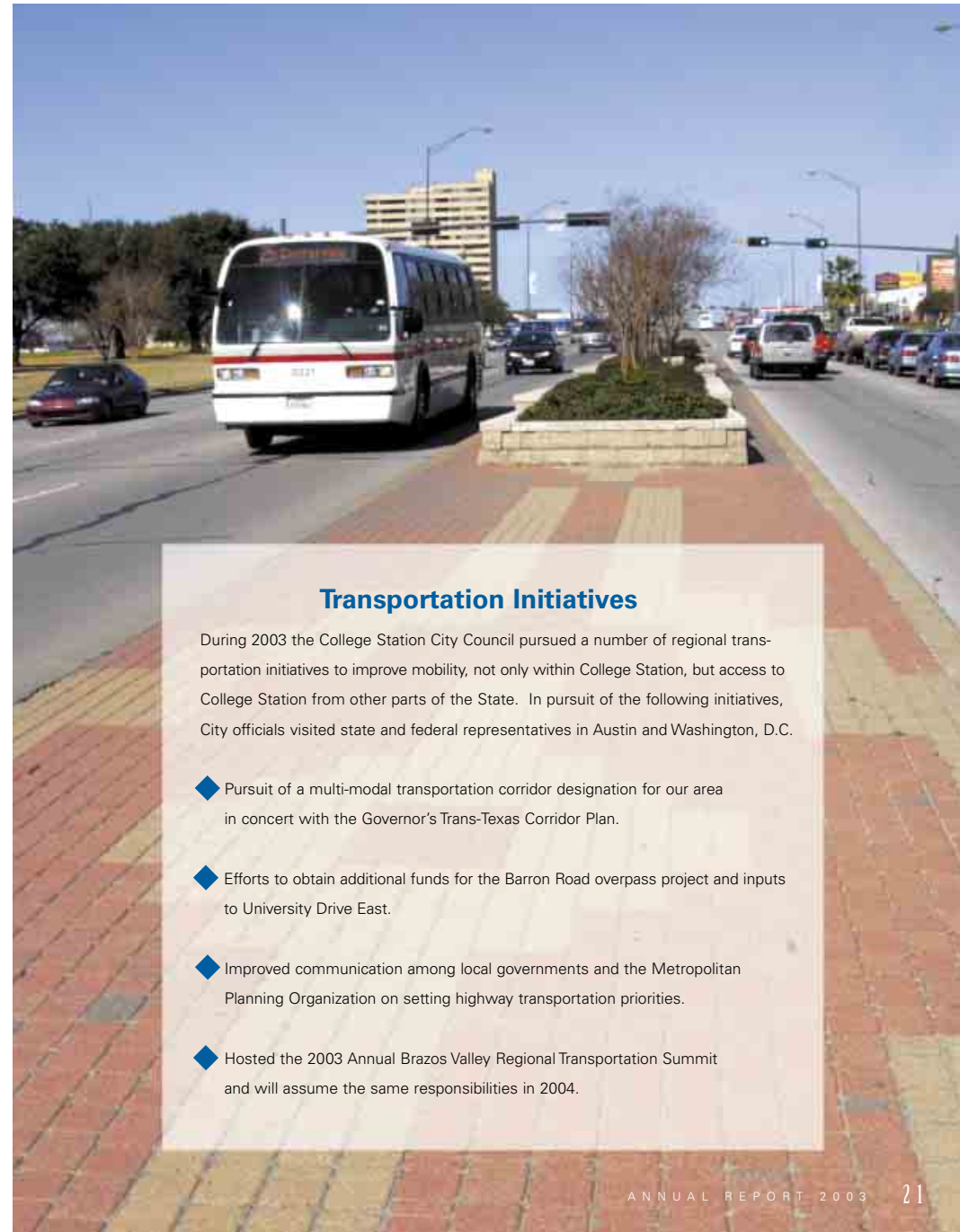
Long Range Planning Division

Maintenance of the City's Comprehensive Plan, which is the guide decision-makers use regarding the physical development of the community, is the responsibility of the Long Range Planning Division. Planners keep the document current by studying specific areas where changes are occurring and recommending land use and thoroughfare alternatives. Major Comprehensive Plan amendments in 2003 studied by staff and the Planning & Zoning Commission, and adopted by the City Council, are briefly described below.

1. The **Annexation Area #1** plan amendment was adopted in February to show changes to the land use and thoroughfare elements as a result of a recent annexation in the area bound by Wellborn Road, Rock Prairie Road and I&GN.
2. The **Mixed Use Study** recommended removing the "mixed use" designations from the Land Use Plan and approving alternate land uses for those areas. This was adopted in February 2003.
3. As growth continues to move south, the goal of the **South CS Thoroughfare Update** adopted in March was to review the thoroughfare system in that part of the City's extraterritorial jurisdiction (ETJ).
4. An amendment to the Comprehensive Plan was adopted in November 2003 for properties designated in the **F&B Small Area Plan** in anticipation of development and annexation pressures.
5. The **Arrington / Hwy 6** amendment looked at properties between SH 6 and Arrington Road, south of Greens Prairie Road, as a result of requests for commercial zoning. Recommended changes were approved by the Planning & Zoning Commission in December and will go to City Council in 2004.

Another part of keeping the Comprehensive Plan current is to keep abreast of demographic trends. Early in 2003 the division published the **Demographic Report** which reviewed the 2000 Census data examining population, housing and educational aspects of the community.

Finally, the division began work and completed the first phase of a **Growth Study** to examine past trends, review the impact of these trends and study implications for the future. The next phase will involve looking in more detail at annexation and land use policies and developing scenarios for moving College Station into the future. This second phase will be the main thrust of division activities for 2004.



Transportation Initiatives

During 2003 the College Station City Council pursued a number of regional transportation initiatives to improve mobility, not only within College Station, but access to College Station from other parts of the State. In pursuit of the following initiatives, City officials visited state and federal representatives in Austin and Washington, D.C.

- ◆ Pursuit of a multi-modal transportation corridor designation for our area in concert with the Governor's Trans-Texas Corridor Plan.
- ◆ Efforts to obtain additional funds for the Barron Road overpass project and inputs to University Drive East.
- ◆ Improved communication among local governments and the Metropolitan Planning Organization on setting highway transportation priorities.
- ◆ Hosted the 2003 Annual Brazos Valley Regional Transportation Summit and will assume the same responsibilities in 2004.

Neighborhood Partnership Program

◆ *Neighborhood Services Hosts Seminar Supper for Neighborhood Partners*

The Neighborhood Services Office maintains the Neighborhood Partnership Program (NPP) in order to foster communication with neighborhood and homeowner associations and to provide neighborhoods with information regarding planning and neighborhood-related issues. By fall of 2003, the NPP membership included 28 associations. Neighborhood Services hosted Seminar Suppers for elected and prospective neighborhood representatives. The Seminar Suppers provided a forum for representatives to network with other neighborhoods and to receive information regarding pertinent neighborhood, local and regional issues.



Historic Preservation

◆ **Historic Preservation Committee on the Move** The City of College Station Historic Preservation Committee, with aid from the Neighborhood Services Office, spearheaded three new initiatives: Project HOLD, Exploring College Station Lunch Lecture and Memory Sharing Series, and partnership within the Texas A&M University College of Architecture.

◆ **Project HOLD Archives the Past** The Historic Preservation Committee (HPC) is charged with the task of collecting and preserving the history of College Station. This past year the HPC established Project HOLD as a means to carry out their task of preserving elements of College Station's history. Project HOLD: Historic Online Library Database was designed to digitally store images of printed and photographic material using specialized software already in use by the City to officially archive records. Project HOLD will be available to history buffs the world over early in 2004 via the City's web site.

◆ **Exploring College Station's Rich History** In celebration of the City of College Station's 65th Birthday in fall of 2003, the Historic Preservation Committee teamed with the Senior Advisory Committee to launch the Exploring College Station History Series. The public was invited to the series, which included three lunch lectures and three evening memory sharing seminars. Topics included Aggie Memories, Formation of College Station, and War Memories: Home Front and Abroad.

◆ **TAMU Class Furthers Historic Marker Initiative** The Neighborhood Services Office and the Texas A&M University College of Architecture teamed to design a class project for the Fall 2003 Introduction to Preservation (ARCH 446) class. Students were required to work with community organization members and property owners of historic structures to gather in-depth information on seven historic properties designated with a College Station historic marker. The project provided students with a real life experience, while furthering the Historic Preservation Committee's objective of collecting extensive information on College Station's historic properties. The reports are digitally stored in the City's Project HOLD: Historic Online Library Database. The students' professional and thorough approach to their reports and attention to the cultural context surrounding the structures sent a clear signal to the community that memories of days gone by are significant and that our built environment serves as a reminder to collectively reflect on our past, our progress and our contributions to the future.

Economic Development

College Station will continue to promote a strong and diverse economic environment.

Economic development – benefiting both existing and new business and industry – provides the foundation for a healthy economy in College Station. In 2003, College Station was ranked 9th in a listing (*Mens Journal*) of the "50 Best Places to Live" in the United States, garnered honors from *Outlook* for the sixth best economy in the nation, and ranked first by *Southern Business and Development* as the Bryan-College Station area was named the best business climate in the Southern Metro section.



◆ **The Cross Street Warehouse Apartments** project is the second major private sector redevelopment project in the Northgate District. Located at the intersection of College Main and Cross Street, the four-story building will include 60,000 square feet to house approximately 40 residential units and between 2,000 and 5,000 square feet of retail space on the ground floor. The project involved the demolition of four dilapidated residential structures. The Economic Development Department assisted with the site location, analysis and provided a grant to facilitate redevelopment of the property which will include new sidewalks, street trees, and infrastructure improvements.

◆ A master plan for the **Spring Creek Corporate Campus**, a new Class "A" Business Park in the City of College Station, was approved by the City Council in 2003. Engineering for Phase I is scheduled to begin in 2004 and construction on Phase I will begin in 2005. The new 239-acre park is generally located at the northeast intersection of Highway 6 and Greens Prairie Road. Plans call for the park to be developed in a "woodlands" style with landscape preserves around each tract and a 100+ acre greenway buffer, which surrounds much of the property. Spring Creek Corporate Campus will provide tracts ranging from 5 to 100 acres in size for technology and office uses.

◆ Redevelopment of the former Redmond Terrace shopping center is well underway. What was College Station's oldest shopping center will now become **Texas Avenue Crossing**, a high-end retail destination anchored by Bed Bath and Beyond and Cost Plus World Market. The project involved significant development review and assistance to bring the property up to City code. A grant provided by the Economic Development Department to the Houston-based developer Retail Properties Group minimized costs associated with redevelopment, utility relocation and landscaping. When complete in the Spring of 2004, the development will represent more than a \$6 million capital investment and will be the first major retail redevelopment project in College Station.



Research Valley Partnership

◆ The Research Valley Partnership is a regional economic development corporation responsible for marketing and recruiting basic employers to Brazos County. College Station has been jointly funding the Research Valley Partnership (formerly the Economic Development Corp.) in concert with the City of Bryan and Brazos County for more than a decade. College Station supports the Partnership's branding and marketing efforts through participation in trade shows, trade organizations, and branding efforts of the Research Valley campaign.

Convention and Visitors Bureau

◆ The Convention and Visitors Bureau (CVB) is an organization tasked with marketing, promoting, developing and coordinating tourism, conventions, and sports and hospitality opportunities in College Station-Bryan. College Station jointly funds the CVB in conjunction with the City of Bryan through hotel/motel tax revenues.

The CVB has recently been reorganized and is now a separate "stand alone" organization which also encompasses the Sports Foundation. The City also supports the implementation of CVB's Marketing and Development Plan by assisting in the development of advertising and marketing materials.

Top Ten Employers

Company (all sectors)	Products	Employees
Texas A&M University & System	Educational	12,000
College Station ISD	Educational	1,100
UCS/Rentsys	Computer	850
City of College Station	Government	805
Scott & White Clinic	Health Services	513
College Station Medical Center	Health Services	425
SourceNet Solutions	Accounting Services	300
Britt Rice Electric	Electrical	285
Texcon	Construction	250
C.C. Creations	Manufacturing	160

Top Ten Tax Payers

Company	Type of Business	Assessed Valuation	% Total Assessed Valuation
C.B.L. & Associates	Retail Mall	\$48,629,050	1.95%
W9/JP-M Real Estate Ltd.	Housing	39,372,000	1.58%
Verizon Communications, Inc.	Utility	35,913,250	1.44%
Alkasser/Weinberg	Housing	30,961,300	1.24%
College Station Hospital LP	Medical	25,402,560	1.02%
Melrose Apartments	Housing	21,799,500	0.88%
Wal-Mart/Sam's	Retail	21,412,710	0.86%
College Station Exchange, LP	Housing	18,800,000	0.76%
301 Church Avenue, LP	Housing	17,000,000	0.68%
SHP - The Calloway House	Housing	16,243,520	0.65%
Total:		\$275,533,890	11.07%

Area of College Station 1938-PRESENT

Year	Area (in square miles)
1938	1.9971
1940	2.5059
1950	2.7926
1960	6.3359
1970	16.6152
1980	24.0018
1990	29.7547
2000	40.6929
2003	47.2182

Taxing Entity

Tax Rate (2002-2003)

College Station	\$0.4777 per \$100
Brazos County	\$0.4146 per \$100
College Station Independent School District	\$1.79 per \$100
Hotel-Motel Tax	13.00%
Sales Tax	8.25%

Bond Rating Agency

Bond Rating

Moody's	Aa3
Standard & Poors	AA-

Combined Financial Position

September 30, 2003 \$ x 1,000

2002

2003

Assets (amount owned)

Cash and Investments	\$ 103,981	\$ 95,894
Restricted Cash & Investments	22,244	24,057
Other Current Assets	21,585	22,915
Property and Equipment (Net)	310,655	323,079
Other Assets	76,378	77,221
Total Assets	\$ 534,843	\$ 543,166

Liabilities and Municipal Equity

Liabilities (Amount Owed)		
Accounts Payable	\$ 13,331	\$ 12,228
Other Liabilities	8,590	9,320
Outstanding Debt	153,070	152,784
Total Liabilities	174,991	174,332
Municipal Equity (Excess of Assets over Liabilities)		
Contributed Capital	46,146	47,829
Investment in General Fixed Assets	140,353	145,302
Retained Earnings	106,820	113,364
Fund Balances	66,533	62,339
Total Municipal Equity	359,852	368,834
Total Liabilities and Municipal Equity	\$ 534,843	\$ 543,166

What Citizens Get for Each Tax Dollar:



Combined Revenues & Expenditures

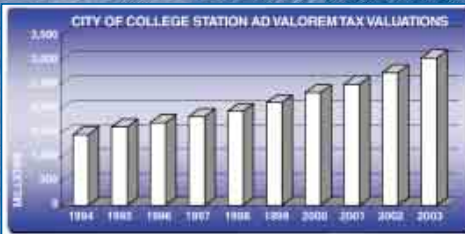
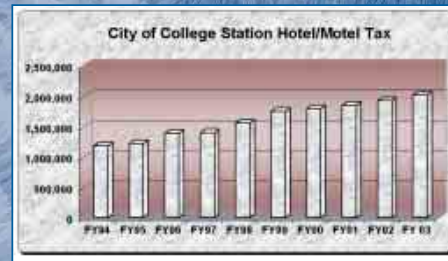
September 30, 2003 \$ x 1,000

Revenues

	2002	2003
Sales Tax	\$ 13,401	\$ 13,782
Property Tax	12,224	12,923
Charges for Services	2,161	2,484
Permits, Fines and Other	8,073	10,902
Investment Earnings	4,804	2,925
Intergovernmental Revenues	2,572	1,951
Electric Revenues	45,252	46,566
Water Revenues	8,686	8,597
Wastewater Revenues	8,203	8,805
Sanitation Revenues	4,308	4,669
Drainage Revenues	1,215	1,201
Hotel/Motel Fund	2,146	2,313
Northgate Parking	452	542
Bond Proceeds	13,193	10,366
Total Revenue	\$ 126,690	\$ 128,026

Expenditures

	2002	2003
Public Safety	\$ 15,669	\$ 16,133
Recreation, Culture and Library	6,780	6,960
Public Works	5,213	5,292
General Government	6,972	6,488
Finance & Technology	4,453	4,640
General Capital Outlay	13,193	11,286
Debt Service	9,618	9,480
Electric Service	38,582	40,803
Water Service	5,985	5,177
Wastewater Service	5,887	5,549
Sanitation Service	4,379	4,342
Hotel/Motel Fund	1,915	1,863
Other	323	1,031
Total Expenditures	118,969	119,044



CITY OF COLLEGE STATION

2003 AWARDS

The Government Finance Officer Association of the United States and Canada (GFOA) presented the City of College Station with the **Distinguished Budget Presentation Award** for the current fiscal period.

The Purchasing Department received the **8th Annual Excellence in Procurement Award** from the National Purchasing Institute. College Station Purchasing is one of only seven organizations that has received this national award at least seven times. Cheryl Turney received the group's 2003 Presidential Award of Merit.

College Station Utilities' **2002-2003 School Bookcover Program** won a Watermark Award for Communications Excellence.

Parks and Recreation Department received the Category II award for **Outstanding Aquatics Programs** at this year's Texas Public Pool Conference held in College Station.

The College Station Police Department's Communication Division was granted **Public Safety Communications Accreditation** by the Commission on Accreditation for Law Enforcement Agencies, and enjoys the distinction of being the first agency in Texas to gain Public Safety Communications Accreditation.

Keep Brazos Beautiful awarded Neighborhood Services Staff Planner Katie Elrod the **Litter Watchdog Award** for her service as a government representative on the Litter Committee and for her participation in the planning of the annual Don't Mess with Texas Trash-Off community cleanup. She also received the **Keeper of the Kingdom Government Award** for her assistance with the wildflower planting at Wolf Pen Creek, the success of the Neighborhood Partnership program.

College Station's Sanitation/Recycling Division received the Keep Brazos Beautiful's **"Can DO Recycling Award."** Colleen Kirk accepted this honor in recognition of the division's leadership efforts in recycling that have helped Keep Brazos Beautiful's mission of minimizing waste and community environmental improvement.

Section 6 Recovery Land Acquisition (RLA) Grant Funding was awarded for conservation of the Navasota ladies'-tresses (Spiranthes parksii) and other rare species within College Station. The grant from the US Fish and Wildlife Service, through the Texas Parks and Wildlife Department, includes federal funds totaling \$200,000 available for reimbursement.

The City of College Station was one of 11 cities honored by the League of American Bicyclists as a Bronze Level **Bicycle Friendly Community**. Only two other cities in America received higher recognition. The award recognizes a longstanding commitment to providing safe accommodation and facilities for bicyclists, and for efforts to encourage bicycle travel for transportation and recreation.

College Station received the **APA Central Texas Section Award** in 2003 for its Bikeway and Pedestrian Master Plan.

The City of College Station Police Recruiting Brochure was selected as a finalist for the **Texas Association of Municipal Information Officers Special Publications TAMIO Award**.

PHOTO CREDITS

COVER

Thunderbirds at George Bush Presidential Library and Keep Brazos Beautiful (Bill Meeks Photography); Clowns (Paul Gunnels, CSFD)

INSIDE FRONT COVER

Christmas in the Park tree and entrance (CNC Photography); James & Peter Gessler with pumpkin (Charles Gessler); Veterans Memorial (Afsaneh Yazdani, Parks & Recreation)

PAGE 6
Young Aggie fan (Texas A&M University Relations)

PAGE 7

Police Dispatch Center (Bill Meeks Photography)

PAGE 8

Motor Officer Blaine Krauter at Southwood Valley Elementary sign, University Drive sidewalks project (Colleen Kirk, CS Public Works); Brando (Sandy Shannon)

PAGE 9

Firemen (Bryan/College Station Eagle); Municipal Court building (Bill Meeks Photography)

PAGE 10

Drive On Lift (Colleen Kirk, CS Public Works); Water Production System Expansion (Jennifer Nations, CSU); Landfill (Samantha Best, BVS/WMA)

PAGE 11

Wolf Pen Creek (Sykes Photography)

PAGE 12

Longmire and Graham Rd., Wolf Pen Creek Lower Trails and marquee sign, University Drive sidewalks project (Colleen Kirk, CS Public Works)

PAGE 13

Teen Court (Peggy Calliham, Community Programs)

PAGE 14

Service awards photo and Lee Robinson, CS Employee of Year (Bill Meeks Photography)

PAGE 16

65th birthday (Bill Meeks)

Photography; Pebble Creek Golf

Course (Sykes Photography); Christmas in the Park (CNC Photography)

PAGE 17
Genesis sculpture at Easterwood Airport (Stanton Ware)

PAGE 18

P. David Romei building (Stanton Ware)

PAGE 21

Texas Avenue Median (Bill Meeks Photography)

PAGE 22

Bed, Bath and Beyond and 65th birthday (Bill Meeks Photography)

PAGE 23

Lance Simms with PDA (Trey Fletcher, CS Planning and Development); older home and new construction photos (CS files)

PAGE 25

Texas Avenue Crossing photo (Bill Meeks Photography)

BACK COVER

George Bush Presidential Library (George Bush Presidential Library & Museum, Brian Blake); Game Day and Reveille photos (Texas A&M University Relations); Northgate Promenade (Sykes Photography)